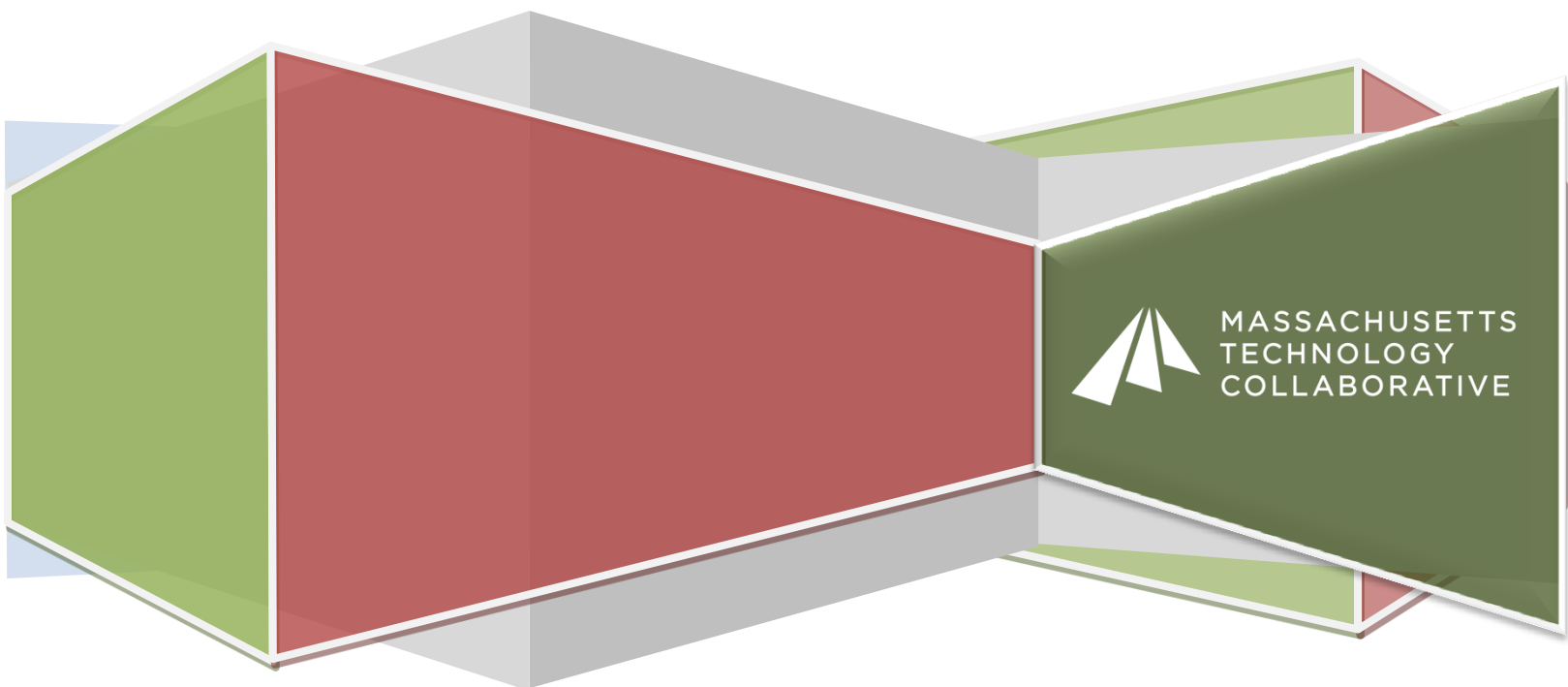


MASSACHUSETTS TECHNOLOGY COLLABORATIVE

Fiscal 2014

Economic Development Business Plan



MASSACHUSETTS TECHNOLOGY COLLABORATIVE

Mission Statement

Our mission is to **strengthen the innovation economy in Massachusetts**, for the purpose of generating more high-paying jobs, higher productivity, greater economic growth, and improved social welfare.

Business Plan Summary

In Fiscal Year 2014, the Massachusetts Technology Collaborative (MassTech) will continue to strengthen the state's innovation economy, for the purpose of generating more high-paying jobs, higher productivity, greater economic growth, and improved social welfare.

Through key projects and initiatives, MassTech will support key clusters of the technology sector, including Big Data, advanced manufacturing, and robotics. We will work to strengthen the state's talent pipeline through administration of the MassTech Intern Partnership; and will help translate innovation at our universities into economic growth through a Research and Development Matching Grant fund. We will invest in regional mentorship initiatives for local entrepreneurs and will foster growth and innovation in Gateway Cities and regional economies.

As construction completes on the **MassBroadband 123** network connecting key community institutions, we will help develop partnerships and solutions that bring high-speed connectivity directly to more homes and businesses. We will help the state's health care providers adopt electronic health record technology, access federal technology incentives, and attain the benefits of the state's health information exchange, and will support the growing health IT community with workforce development and startup support initiatives. And, we will serve as a connector and resource for the digital technology sector on the international landscape through global partnerships.

We will attain these outcomes in collaboration with industry, academia, and policymakers, and while always remaining a prudent steward of state and federal resources.

OUR STRATEGIC GOALS:

ECONOMIC GROWTH

ENHANCE ECONOMIC GROWTH: Foster dynamic, innovative businesses in the Commonwealth, accelerating the creation and expansion of firms in technology-growth sectors, increasing profitability and generating more jobs for people in Massachusetts.

TECHNOLOGY USE & ADOPTION

ACCELERATE TECHNOLOGY USE AND ADOPTION: Ensure statewide connectivity and promote competitiveness through widespread adoption of innovative technology in academia, business, and government across the Commonwealth.

RESEARCH

HARNESS THE VALUE OF RESEARCH: Strengthen capacity for innovation and commercialization at research institutions in the Commonwealth, enhancing research capabilities and encouraging greater collaboration with industry to address relevant research questions and bring ideas to market.

MassTech's efforts align with the Commonwealth's economic development policy and strategy plan, *Choosing to Compete in the 21st Century (CTC21C)*. Where specific goals and strategies align with CTC21C, the column entitled **Strategic Goals Met** will include the plan number and segment. *Example:*

5.1.3: ACCELERATE
eHEALTH TECHNOLOGY

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Business Plan Detail:

Goals	Strategy	Performance Measurement	Strategic Goals Met
Build Middle-Mile Broadband Infrastructure: Provide access to a robust middle-mile fiber-optic network for Western and Central Massachusetts by completing construction on <i>MassBroadband 123</i> , connecting 1,200 key community institutions in over 120 cities and towns.	<ul style="list-style-type: none"> Operationalize the remaining segments of the MassBroadband 123 network (approximately 30% remains to light in FY14) Complete project close-out with Design Builder and Owner's Project Manager 	1,200 miles of fiber deployed	<div>TECHNOLOGY USE & ADOPTION</div> <div>3.1: PUBLIC INFRASTRUCTURE INVESTMENTS</div>
Extend Broadband Connectivity to More Homes and Businesses: Develop and execute public-private solutions which expand broadband connectivity directly to more homes and businesses in Western Massachusetts, with a priority focus on underserved municipalities.	<ul style="list-style-type: none"> Convene coalitions and partnerships to arrive upon specific policy recommendations Leverage public and private investments Begin to execute on solutions 	As this is a new initiative, performance measurement will be centered around: <ul style="list-style-type: none"> Identifying and accessing funding sources, starting w/passage and enactment of a \$40M capital investment by the Commonwealth & Development of a last mile strategy with stakeholder engagement and support 	<div>TECHNOLOGY USE & ADOPTION</div> <div>3.1: PUBLIC INFRASTRUCTURE INVESTMENTS</div>
Monitor Broadband Availability: Deploy GIS tools to map broadband availability in Massachusetts to better inform policymaking.	<ul style="list-style-type: none"> Map state broadband availability Launch the Address File Toolkit, which includes an address standardization database and a crowd sourcing address maintenance application to develop more accurate reporting around broadband availability and usage Identify areas where broadband adoption is lower than the state average through development of a Broadband Adoption Heat Map 	<ul style="list-style-type: none"> Accurate and timely reporting of data at the bi-annual submission deadlines of October 1, 2013 and April 1, 2014. Maintain 85% response rate of service providers required to respond (25 out of 29 currently) Create Broadband Adoption Heat Map by 12/31/13 	<div>RESEARCH</div>

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<p>Increase Broadband Adoption: Support broadband technology adoption and digital literacy among the 600,000 residents (10% of the state's population) currently electing not to adopt, in order that they more fully participate in the digital economy and access the benefits and advantages it can provide</p>	<ul style="list-style-type: none"> • Enhance and maintain MassVetsAdvisor.org, helping Veteran and military family populations use the digital portal to access benefits and resources • Manage and evaluate the small business technology adoption grant program underway with four regional Community Development Corporations (CDCs) • Collaborate with broadband providers to understand their current adoption programs and explore partnerships • Inventory existing programs and best practices at state and national level • Develop Needs Assessments in target communities • Develop programs that best meet the needs of the target areas and have the best track record of success if utilizing existing programs • Identify funding sources to support new and expanded programs 	<p>Maintain Veterans Service Officer engagement > 90% registration.</p> <ul style="list-style-type: none"> • Maintain and grown key MVA user and click data <ul style="list-style-type: none"> ○ Pages/visit > 3 ○ Average duration/visit > 3 minutes • Monitor key CDC metrics of grants which include increases to staff, increases in on-line sales, or better financial management 	<p>2.3: EXPAND CULTURE OF INNOVATION</p> <p>TECHNOLOGY USE & ADOPTION</p>
<p>Advance Use & Adoption of the Commonwealth's Health Information Exchange: Connect all types of health care provider practices and hospitals to the Mass HIway, the statewide Health Information Exchange.</p>	<ul style="list-style-type: none"> • Promote and administer \$2M in HIway Implementation Grants to catalyze connections to the HIway • Connect natural referral circles in geographic regions to the HIway collaboratively through a Community Collaborations initiative • Outreach to laboratories to engage in electronic lab exchange using the HIway • Begin to develop a consumer engagement & education strategy around secure health record transactions 	<ul style="list-style-type: none"> • 1,000,000 production transactions sent over the HIway • 450 organizations connected to the HIway • 7,500 health care providers connected to the HIway 	<p>5.1.3: ACCELERATE eHEALTH TECHNOLOGY</p> <p>TECHNOLOGY USE & ADOPTION</p>
<p>Advance the Adoption & Meaningful Use of Electronic Health Records: Assist Massachusetts providers with acquiring, implementing and meaningfully using electronic health record technology.</p>	<ul style="list-style-type: none"> • Enroll additional providers in MeHI's Regional Extension Center • Through a network of Implementation & Optimization Organizations (IOOs), provide support and carefully monitor providers' progress through the three key adoption milestones • Develop needs assessment and adoption plans for the behavioral health and long term care provider communities 	<ul style="list-style-type: none"> • 2,487 primary care providers participating in the REC program reach Meaningful Use Stage 1 	<p>5.1.3: ACCELERATE eHEALTH TECHNOLOGY</p> <p>TECHNOLOGY USE & ADOPTION</p>
<p>Advance the Adoption & Meaningful Use of Electronic Health Records by Medicaid Providers & Hospitals: Help Medicaid providers and hospitals adopt electronic health record</p>	<p>Under contract with MassHealth, administer the Medicaid Electronic Health Records Incentive Payment Program, including provider outreach, training and education around eligibility, enrollment support, verification, and application support.</p>	<ul style="list-style-type: none"> • Process payment applications for 3,524 eligible providers • Process payment applications for 25 eligible hospitals 	<p>5.1.3: ACCELERATE eHEALTH TECHNOLOGY</p> <p>TECHNOLOGY USE & ADOPTION</p>

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technology and access federal incentives for EHR adoption			
Help Train the Massachusetts Workforce for Advancements in Health Care Technology: Train Massachusetts residents in new skills required for employment in the emerging Health IT cluster	<ul style="list-style-type: none"> Establish and operate an workforce development pilot program focused on the eHealth sector in Massachusetts with a community college and/or vocational technical school 	<p>As this is a new initiative for FY14, performance will be measured by:</p> <ul style="list-style-type: none"> Completion of a needs assessment Industry engagement in program development Participants engaged in a pilot during FY14 	<div>ECONOMIC GROWTH</div> <div>5.1.3: ACCELERATE eHEALTH TECHNOLOGY</div> <div>1.2: IMPROVE RESPONSIVENESS OF WORKFORCE PGMS</div>
Support Growth of the eHealth Cluster: Help increase the global competitiveness of the growing health IT cluster in Massachusetts, with a focus on startup companies	<ul style="list-style-type: none"> Hiring a Director of eHealth Economic & Workforce Development Complete a landscape analysis Convene a series of roundtable/advisory meetings Organize around initiatives or public policy solutions which can strengthen the sector's competitiveness 	<p>As this is a new initiative for FY14, performance will be measured by:</p> <ul style="list-style-type: none"> Placing a new Director Insights and engagement from 50 industry members included in development of the initiative 	<div>ECONOMIC GROWTH</div> <div>2.1.2: IDENTIFY EMERGING AREAS OF GLOBAL EXCELLENCE</div>
Serve as a Global Connector and Resource for the Tech Sector through MassTech's International Enterprise Initiative	<ul style="list-style-type: none"> Work with partner entities, including the Massachusetts Office of International Trade and Investment, the U.S. Commercial Service, and local consular offices to provide the tech sector access to matchmaking, business development opportunities, and other programming to increase their global competitiveness. Identify & implement partnership initiatives with regions with which Massachusetts has entered into cooperation agreements. Support & participate in successful and productive global innovation partnership trade missions, with a focus on fostering connections to benefit the digital technology sector, including big data, robotics, eHealth, broadband, & mobile communications 	<ul style="list-style-type: none"> 10 new partnerships formed with organizations or governments which provide value to the MA tech sector New partnership opportunities generated or furthered from 3 existing MOU countries/regions which provide benefit the MA tech sector 	<div>ECONOMIC GROWTH</div> <div>4.3: MARKET STRENGTHS OF DOING BUSINESS IN MA</div>
Benchmark the State's Innovation Economy through development of the 2013-2014 Annual Index of the Massachusetts Innovation Economy	<ul style="list-style-type: none"> Produce and release the Index of the Massachusetts Innovation Economy in the 2nd Quarter of FY 2014. Engage the Index Advisory Committee to help evaluate the strengths and weaknesses of the existing publication and make recommendations on new content and new media for the latest edition of the Index. 	<ul style="list-style-type: none"> Release of the annual publication Engagement / click through data from the portal (Increase average monthly views from 250 to 300+) 	<div>RESEARCH</div>

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<p>Analyze the growing Massachusetts Big Data cluster through completion of a Big Data Study</p>	<p>Complete and issue a Big Data Report in collaboration with the Massachusetts Competitive Partnership, providing analysis of the Massachusetts Big Data cluster and its position in the global competitive landscape.</p>	<ul style="list-style-type: none"> • Completion of study • Government, industry & academic engagement in presented results (3 presentations of Big Data study findings) 	<div>RESEARCH</div> <div>2.1.2: IDENTIFY EMERGING AREAS OF GLOBAL EXCELLENCE</div>
<p>Strengthen Industry-Academia R&D Collaborations by administering the \$50M Research Matching Grant Program designed to support scientific discovery and to enhance commercialization and economic development throughout the Commonwealth.</p>	<ul style="list-style-type: none"> • Administer a \$50 Million fund designed to support the creation and expansion of innovation capacity in Massachusetts in partnership with research facilities and equipment at universities. Funds will be awarded through collaboration between the Massachusetts Executive Office of Housing and Economic Development and the Innovation Institute at the Mass Tech Collaborative. 	<p>As this is a new initiative for FY14, performance will be measured by:</p> <ul style="list-style-type: none"> • Completion of a review and evaluation of multi-year collaborative research proposals with aim to support cluster growth in the Commonwealth. • Creation and participation in advisory boards for at least half of approved projects to gather and evaluate information and understanding of what is working and what is not in real-time to help strengthen decision-making. 	<div>RESEARCH</div> <div>2.1.1: STATE SUPPORT FOR COLLABORATIVE R&D</div>
<p>Support Technology Sector Cluster Development and public-private collaboration initiatives through the Mass Tech Hub Collaborative</p>	<ul style="list-style-type: none"> • Provide management support and thought leadership to the Tech Hub Collaborative Executive Committee and its current working groups • Support the development, execution, and implementation of a new effort to brand and market a modern, updated identity for the Massachusetts tech sector. • Support the 12x12 community of startups, VCs, CEOs, and service providers and assist with project communication and outreach. • Support progress in implementing the Massachusetts Computing Attainment Network (MassCAN), which aims to advance computing education in the state through improved standards, curriculum frameworks, teacher professional development, and broader public awareness of computer science learning opportunities and careers. • Support industry partners and state legislators in organizing the newly formed legislative Tech Hub Caucus on topics of significance to the state's tech sector and relevant to policymakers. 	<ul style="list-style-type: none"> • 50 company/ industry participants in Tech Hub programming • 2-3 new startups supported in FY14 by the 12x12 • 60 new jobs created by the 12x12 	<div>ECONOMIC GROWTH</div> <div>2.1.2: IDENTIFY EMERGING AREAS OF GLOBAL EXCELLENCE</div>

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<p>Strengthen the Global Competitiveness of Massachusetts' Big Data Cluster through Execution of the Massachusetts Big Data Initiative (MassBDI)</p>	<ul style="list-style-type: none"> • Support Hack/Reduce, exploring opportunities to sponsor hackathons, data challenges, and/or app competitions • Organize a cluster promotion strategy, launch a website, sponsor conferences, and initiate other efforts, including a "Big Data Week" • Support talent retention by engaging rising and recent college graduates with local industry through "TechTreks" industry tours, support to related internships, and other outreach efforts. • Serve as a convener and driver of collaborative progress in identifying, preparing, aggregating and providing access to Open Government Data • Continue supporting of the development of a Massachusetts Open Cloud service that holds the potential to provide high performance cloud computing resources, along with both software and hardware development platforms, to businesses, research institutions, and non-profits across Massachusetts. • Help identify, engage, and organize leaders in transportation, urban planning, and related data analytics 	<ul style="list-style-type: none"> • Programming outcomes, including app competitions, hackathons, and access to public data sets. • Goal of 4 app competitions and hackathons in FY14. 	<p>ECONOMIC GROWTH</p> <p>2.1.2: IDENTIFY EMERGING AREAS OF GLOBAL EXCELLENCE</p>
<p>Support & Strengthen Advanced Manufacturing in Massachusetts through engagement within the Advanced Manufacturing Collaborative and other related initiatives</p>	<ul style="list-style-type: none"> • Provide management support for the Advanced Manufacturing Collaborative's Manufacturing Innovation Working Group • Support development of a Massachusetts Center for Advanced Design & Manufacturing (MCADM), organizing industry input into the development of a center that will address industry-identified challenges around identifying and implanting new tools, techniques, and processes that enhance the competitiveness of small to medium sized manufacturing enterprises in the region. • Support activities of the Precision Manufacturing Regional Alliance Project (PMRAP) relative to workforce development • Work regionally to adapt, consolidate and scale lessons learned and best practices to multiple advanced manufacturing clusters in Massachusetts. 	<ul style="list-style-type: none"> • Launch of MCADM • Ongoing relationship with PMRAP will continue the partnership between industry, vocational schools, state and community colleges to provide trained workers for the advanced manufacturing sector in the Western Massachusetts region. • Launch of two new cluster based initiatives that address 2-3 technology sub-sectors in advanced manufacturing. • Debrief with applicant and diagnose in the event of NNMI proposal to evaluate for possible Innovation Institute & state complementary and alternative responses. 	<p>ECONOMIC GROWTH</p>

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<p>Support Regional Economic Growth Strategies including the Holyoke Innovation District and other impactful regional or cluster growth initiatives</p>	<ul style="list-style-type: none"> • Provide organizing, coordination and project management to leverage economic impact from the Commonwealth's investment in the Massachusetts Green High Performance Computing Center (MGHPCC) through the Holyoke Innovation District initiative. • Administer the Regional Priority Grant program, making strategic investments and development partnerships which strengthen clusters or regions • Sponsor and support MassDiGI at Becker College 	<ul style="list-style-type: none"> •Constituent engagement in region. In FY14 it is expected that more than 100 firms and 1,000 individuals will participate in the HID initiative. 	<p>ECONOMIC GROWTH</p> <p>3.2: CREATE LOCAL ECONOMIC DEVELOPMENT TEAMS</p>
<p>Retain more Outstanding Talent within the Massachusetts Innovation Economy through administration of the MassTech Intern Partnership, with an anticipated goal of 170 interns matched by end of FY14</p>	<ul style="list-style-type: none"> • Continue to organize, recruit, monitor and evaluate the MassTech Intern Partnership • Prepare and issue a report in January 2014 which describes the program and presents initial results • Evaluate the ongoing need and identify additional funding to support future years of this pilot initiative if appropriate 	<ul style="list-style-type: none"> •Over 600 students and over 300 companies engaged (benchmark of 400 students and 200 companies from FY13) •100 successful intern matches (benchmark of 70 in FY13) •post-experience participant satisfaction analysis 	<p>ECONOMIC GROWTH</p> <p>2.1.3: STATE SUPPORT FOR EARLY-STAGE ENTREPRENEURS</p> <p>2.2.1: INCREASE INTERN PLACEMENTS</p>
<p>Strengthen Regional Mentorship Capacities to enhance new business formations statewide through development and execution of the MassTech Mentorship Initiative</p>	<ul style="list-style-type: none"> • Implement a new initiative that will support enhanced mentorship programs throughout the Commonwealth by investing and partnering with regional projects to organize and build entrepreneur mentoring capacity outside of Greater Boston. Up to five regional awards are planned for FY 2014. 	<p>As this is a new initiative for FY14, performance will be measured by:</p> <ul style="list-style-type: none"> •Engagement with 15+ members of regional mentorship community •Implementation of a mentorship workshop that addresses needs and best practices which will help shape this new initiative •Partnership with 5+ mentorship program awardees to enhance regional entrepreneurship. •Execute focus group at end of program to gather and codify information on best practices and any program shortcomings, lessons learned. 	<p>ECONOMIC GROWTH</p> <p>2.1.3: STATE SUPPORT FOR EARLY-STAGE ENTREPRENEURS</p>